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ABSTRACT

Britain's National Vocational Qualifications (NVQs) are work qualifications that measure what an employee or potential employee can do as well as how much he or she knows and understands about a particular job. Used as written proof of usable workplace skills that can be put to profitable use by an employer, NVQs range from basic Level 1, for everyday routine tasks, up to Level 5 professional skills, providing a way to develop skills and build a career ladder that benefits both employer and employee. This packet contains NVQ competency lists for the following areas of sports and recreation occupations: (1) organizing activities, levels 1-2 (coaching and activity delivery for adults and children); (2) coaching, level 3 (coaching adults, children, and participants with disabilities); (3) facility operations, levels 2-4 (sport and recreation supervision and management); and (4) sports development, levels 3-4 (sports and recreation development and managemert of sports development. (KC)

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ED 389 842

Sport & Recreation--Organising Activities, Levels 1-2
Sport & Recreation--Coaching, Level 3
Sport & Recreation--Facility Operations, Levels 2-4
Sport & Recreation--Sports Development, Levels 3-4
National Vocational Qualifications

Business and Technology Education Council
London, England

U.S. DEPARTMENT OF EDUCATION
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NVQs

– better qualifications for better jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Organising Activities

LEVELS

1-2

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NVQs – better qualifications for work

NVQs are the work qualifications that employers have always been asking for, because NVQs measure what you can do, as well as how much you know and understand about the job you do.

Practical, work-based qualifications

An NVQ is the ideal qualification for people who intend to work, or already work, in a particular industry, service or business. On-the-job training is more relevant than book-learning, so the ability to run an organisation or repair a motor vehicle is what counts, rather than having GCSEs.

For every industry and business

NVQs are already available for most kinds of work (and the range is constantly being added to, in order to meet new employment needs).

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For every kind of person

There is training for NVQs, but there's no laid-down course of study: someone – anyone of any age, provided they're over 16 – who can prove the ability to do the job, with the required degree of skill, is entitled to be assessed for an NVQ.

An NVQ is recognition and certification of someone's ability to perform specific tasks. It may involve study to reach the appropriate level. On the other hand, some candidates or employees may already possess the necessary skills – acquiring an NVQ certificate can be valuable recognition of those skills, especially in areas where previously no formal qualification existed.

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Sport and Recreation
NVQ Level 1

Assist in preparing an activity

Collect information to plan an activity

Contribute suggestions for a plan for an activity

Assist in making arrangements for an activity

Assist in conducting an activity

Assist in preparing participants

Help participants gain skills, techniques and knowledge

Assist in supervising participants

Assist in preparing participants to end the activity

Provide feedback on the activity and suggestions for future practice

Maintain facility areas

Clean facility areas

Tidy facility areas

Handle cleaning chemicals

Store cleaning chemicals

Ensure the continued operation of coin operated machines

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Communicate information

Process incoming and outgoing telephone calls

Receive and relay oral and written messages

Develop relationships with participants and colleagues

Establish and maintain relationships with participants

Communicate with participants

Work with colleagues in a team

Provide equipment for activities

Set up equipment

Take down equipment

Store equipment

Issue equipment to the customer/client

Check in equipment

Coaching and Activity Delivery (Adults) NVQ Level 2

Prepare for adults to participate in sport and active recreation

Collect information to plan participation

Identify the needs of adults taking part

Produce a plan for adults to participate

Make arrangements for participation

Enable adults to participate in sport and active recreation

Prepare adults to participate

Help adults gain skills, techniques and knowledge

Supervise and encourage adults in sports and activities

Provide feedback on participation

Prepare adults to end the activity

Evaluate the effectiveness of activities with adults

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Providing information to customers and clients

Respond to customer/clients specific requests for information on products and services offered by the organisation

Inform customers/clients about available products and services

Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material

Deal with suggestions and complaints

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Establish and maintain relationships which support delivery

Establish relationships with participants

Maintain relationships with participants

Communicate with participants

Support the work of a team

Work as a member of a team

Contribute to team meetings

Contribute to the development of good practice of the team

Help colleagues in their work

Respond to conflict in the team

Provide and maintain equipment for activities

Set up equipment

Take down equipment

Store equipment

Issue equipment to the customer/client

Coaching and Activity Delivery (Children) NVQ Level 2

Prepare for children to participate in sport and active recreation

Collect information to plan participation

Identify the needs of the children taking part

Produce a plan for children to participate

Make arrangements for children to participate

Enable children to participate in sport and active recreation

Prepare children to participate

Help children gain skills, techniques and knowledge

Supervise and encourage children in sports and activities

Provide feedback on participation

Prepare children to end the activity

Evaluate the effectiveness of activities involving children

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Support the protection of children from abuse

Identify signs of possible abuse

Respond to child's disclosure of abuse or neglect

Provide information to professionals about child abuse

Providing information to customers and clients

Respond to customer/clients specific requests for information on products and services offered by the organisation

Inform customers/clients about available products and services

Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material

Deal with suggestions and complaints

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Establish and maintain relationships which support delivery

Establish relationships with participants

Maintain relationships with participants

Communicate with participants

Support the work of a team

Work as a member of a team

Contribute to team meetings

Contribute to the development of good practice of the team

Help colleagues in their work

Respond to conflict in the team

Provide and maintain equipment for activities

Set up equipment

Take down equipment

Store equipment

Issue equipment to the customer/client

BTEC – builds better qualifications for work

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BTEC authorises firms or colleges to carry out NVQ training and assessment. It also appoints external verifiers who check that trainees' work meets NVQ standards.

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NVQs

– better qualifications for better jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Coaching

LEVEL 3

13

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NVQs
Sport & Recreation – Coaching
Level 3

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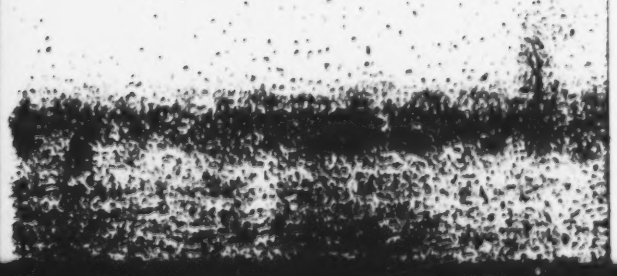

Coaching Adults NVQ Level 3

Prepare a programme of activities

Collect information to plan and prepare a programme of activities

Identify the needs of participants

Negotiate a plan of activities/opportunities to meet participant needs

Make arrangements to enable the programme to take place

Coordinate a programme of activities

Coordinate and allocate programme resources

Monitor and adjust the programme to meet new needs and circumstances

Conclude a programme

Evaluate the effectiveness of a programme of activities

Prepare a coaching activity to enhance the performance of adults

Collect information to plan and prepare an activity for adults

Agree a plan for the activity

Resource the activity for adults

Provide activity information

Prepare facilities and equipment for adults

Conduct a coaching activity to enhance the performance of adults

Organise adult participants

Present skills and techniques within the activity

Prepare adult participants for the activity

Provide opportunities for development and learning

Provide feedback on performance

Prepare adult participants to end the activity

Access emergency services and initiate remedial action

Help adult participants return to activity after injury or illness

Evaluate the coaching activity

Prepare an individual training programme to enhance the performance of an adult participant

Collect information to plan and prepare a training programme for an adult participant

Design an individual training programme for an adult participant

Organise a training programme for an adult participant

Evaluate an individual training programme

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Exchange information to solve problems and make decisions

Lead meetings and group discussions to solve problems and make decisions

Contribute to discussions to solve problems and make decisions

Advise and inform others

Provide specialist advice and information on request

Clarify the need for advice and information

Identify and agree a solution in response to a request for advice

Contribute support to the implementation of an agreed solution

Provide specialist information on request

Evaluate the effectiveness of advice and information

Contribute to the planning, organisation and evaluation of work

Contribute to planning work activities and methods to achieve objectives

Organise work and assist in the evaluation of work

Provide feedback on work performance to teams and individuals

Contribute to the training and development of teams, individuals and self to enhance performance

Contribute to planning the training and development of teams and individuals

Contribute to training and development activities for teams and individuals

Contribute to the assessment of teams and individuals against training and development objectives

Develop oneself within the job

Work with colleagues in a team

Contribute to the work of the team

Contribute to team meetings

Contribution to the development of good practice of the team

Contribute to support for colleagues

Respond to conflict in the team

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Coordinate support to others

Identify the needs and resources of other organisations and individuals

Help organisations and individuals share information on needs and resources

Coordinate support to others

Coaching Children NVQ Level 3

Prepare a programme of activities

Collect information to plan and prepare a programme of activities

Identify the needs of participants

Negotiate a plan of activities/opportunities to meet participant needs

Make arrangements to enable the programme to take place

Coordinate a programme of activities

Coordinate and allocate programme resources

Monitor and adjust the programme to meet new needs and circumstances

Conclude a programme

Evaluate the effectiveness of a programme of activities

Prepare a coaching activity to enhance children's performance

Collect information to plan and prepare an activity for children

Agree a plan for the activity

Resource the activity

Provide activity information

Prepare facilities and equipment for the children to take part

Conduct a coaching activity to enhance children's performance

Organise children to take part in the activity

Present skills and techniques within the activity

Prepare children for the activity

Provide opportunities for development and learning

Provide feedback on performance

Prepare children to end the activity

Access emergency services and initiate remedial action

Help children to return to activity after injury or illness

Evaluate the effectiveness of the coaching activity

Prepare an individual training programme to enhance a child's performance

Collect information to plan and prepare a training programme for a child participant

Design a training programme for a child participant

Organise a training programme for a child participant

Evaluate an individual training programme

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Support the protection of children from abuse

Identify signs of possible abuse

Respond to child's disclosure of abuse or neglect

Provide information to professionals about child abuse

Exchange information to solve problems and make decisions

Lead meetings and group discussions to solve problems and make decisions

Contribute to discussions to solve problems and make decisions

Advise and inform others

Provide specialist advice and information on request

Clarify the need for advice and information

Identify and agree a solution in response to a request for advice

Contribute support to the implementation of an agreed solution

Provide specialist information on request

Evaluate the effectiveness of advice and information

Contribute to the planning, organisation and evaluation of work

Contribute to planning work activities and methods to achieve objectives

Organise work and assist in the evaluation of work

Provide feedback on work performance to teams and individuals

Contribute to the training and development of teams, individuals and self to enhance performance

Contribute to planning the training and development of teams and individuals

Contribute to training and development activities for teams and individuals

Contribute to the assessment of teams and individuals against training and development objectives

Develop oneself within the job

Work with colleagues in a team

Contribute to the work of the team

Contribute to team meetings

Contribution to the development of good practice of the team

Contribute to support for colleagues

Respond to conflict in the team

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Coordinate support to others

Identify the needs and resources of other organisations and individuals

Help organisations and individuals share information on needs and resources

Coordinate support to others

Coaching Participants with Disabilities NVQ Level 3

Prepare a programme of activities

Collect information to plan and prepare a programme of activities

Identify the needs of participants

Negotiate a plan of activities/opportunities to meet participant needs

Make arrangements to enable the programme to take place

Coordinate a programme of activities

Coordinate and allocate programme resources

Monitor and adjust the programme to meet new needs and circumstances

Conclude a programme

Evaluate the effectiveness of a programme of activities

Prepare a coaching activity to enhance the performance of participants with disabilities

Collect information to plan and prepare an activity for participants with disabilities

Agree a plan for an activity

Resource an activity for participants with disabilities

Provide activity information

Prepare facilities and equipment for participants with disabilities

Conduct a coaching activity to enhance the performance of participants with disabilities

Organise participants with disabilities to take part in the activity

Present skills and techniques within the activity

Prepare participants with disabilities for the activity

Provide opportunities for development and learning

Provide feedback on performance

Prepare participants with disabilities to end the activity

Access emergency services and initiate remedial action

Help participants with disabilities to return to activity after injury or illness

Evaluate the effectiveness of the coaching activity

Prepare an individual training programme to enhance the performance of a participant with disabilities

Collect information to plan and prepare a training programme for a participant with disabilities

Design a training programme for a participant with disabilities

Organise the training programme

Evaluate an individual training programme

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Exchange information to solve problems and make decisions

Lead meetings and group discussions to solve problems and make decisions

Contribute to discussions to solve problems and make decisions

Advise and inform others

Provide specialist advice and information on request

Clarify the need for advice and information

Identify and agree a solution in response to a request for advice

Contribute support to the implementation of an agreed solution

Provide specialist information on request

Evaluate the effectiveness of advice and information

Contribute to the planning, organisation and evaluation of work

Contribute to planning work activities and methods to achieve objectives

Organise work and assist in the evaluation of work

Provide feedback on work performance to teams and individuals

Contribute to the training and development of teams, individuals and self to enhance performance

Contribute to planning the training and development of teams and individuals

Contribute to training and development activities of teams and individuals

Contribute to the assessment of teams and individuals against training and development objectives

Develop oneself within the job

Work with colleagues in a team

Contribute to the work of the team

Contribute to team meetings

Contribution to the development of good practice of the team

Contribute to support for colleagues

Respond to conflict in the team

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Coordinate support to others

Identify the needs and resources of other organisations and individuals

Help organisations and individuals share information on needs and resources

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BTEC

NVQs

– better qualifications for better jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Facility Operations

LEVELS

2-4

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NVQs
Sport & Recreation – Facility Operations Levels 2–4

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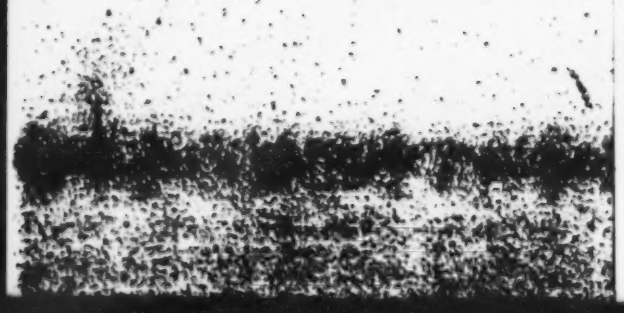

Facility Operations
NVQ Level 2

Maintain facility areas

Clean facility areas

Tidy facility areas

Handle cleaning chemicals

Store cleaning chemicals

Ensure the continued operation of coin operated machines

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Contribute to the security, safety and comfort of clients/customers

Contribute to maintaining the security of the premises

Monitor levels of heating, lighting and ventilation

Contribute to the control of clients/customers

Assist customers to make use of the opportunities available

Receive customers and visitors

Control entry

Enrol customers/clients

Take bookings for activities

Providing information to customers and clients

Respond to customer/clients' specific requests for information on products and services offered by the organisation

Inform customers/clients about available products and services

Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material

Deal with suggestions and complaints

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Achieving a sale

Identify requirements

Respond to customer requirements

Sell the goods

Close the sale

Processing the sale

Operate the payment point

Take payment for the sale

Support the work of a team

Work as a member of a team

Contribute to team meetings

Contribute to the development of good practice of the team

Help colleagues in their work

Respond to conflict in the team

Provide and maintain equipment for activities

Set up equipment

Take down equipment

Store equipment

Issue equipment to the customer/client

Check-in equipment

Maintain equipment in a serviceable condition

Handling Stock

Receive incoming stock

Unpack stock

Deal with discrepancies/damaged stock

Deposit stock in selection and storage locations

Sport and Recreation Supervision NVQ Level 3

Contribute to the planning, monitoring and control of resources

Plan for the use of resources

Monitor and control the use of resources

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Contribute to the security, safety and comfort of clients/customers

Contribute to maintaining the security of the premises

Monitor levels of heating, lighting and ventilation

Contribute to the control of clients/customers

Assist customers to make use of the opportunities available

Receive customers and visitors

Control entry

Enrol customers/clients

Take bookings for activities

Provide information and advice for action towards meeting organisational objectives

Obtain, evaluate, record and store information

Provide information and advice

Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material

Deal with suggestions and complaints

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Recording sales transactions

Collect cash and sales information

Prepare cash and sales transaction documentation

Contribute to the planning, organisation and evaluation of work

Contribute to planning work activities and methods to achieve objectives

Organise work and assist in the evaluation of work

Provide feedback on work performance to teams and individuals

Maintain services and operations to meet quality standards

Maintain services and operations

Maintain the necessary conditions for an effective and safe work environment

Contribute to the provision of personnel

Contribute to the identification and supply of personnel requirements

Contribute to the selection of personnel

Contribute to the training and development of teams, individuals and self to enhance performance

Contribute to planning the training and development of teams and individuals

Contribute to training and development activities for teams and individuals

Contribute to the assessment of teams and individuals against training and development objectives

Develop oneself within the job

Create, maintain and enhance productive working relationships

Establish and enhance productive working relationships with colleagues and those for whom one has supervisory responsibility

Enhance productive working relationships with one's immediate manager

Identify and minimise interpersonal conflict

Contribute to the implementation of disciplinary and grievance procedures

Support the management of physical resources for sport and recreation

Respond to failed or unsafe equipment

Monitor on-site maintenance contracts and contractors

Supervise the storage of resources in own area of responsibility

Plan a maintenance schedule

Contribute to the selection of resources

Provide and maintain equipment for activities

Set up equipment

Take down equipment

Store equipment

Issue equipment to the customer/client

Sport and Recreation Management (Facilities) NVQ Level 4

Work with others to commission a new facility

Establish the need for a new facility

Negotiate a design brief

Work with others to finalise plans

Support others in realising the plans

Check and approve the completed facility

Manage the maintenance and improvement of facilities

Develop plans and arrangements for the upkeep and maintenance of the facility

Commission and manage improvements to the facility

Supervise contractors carrying out maintenance

Recommend, monitor and control the use of resources

Make recommendations for expenditure

Monitor and control the use of resources

Seek, evaluate and organise information for action

Obtain and evaluate information to aid decision making

Record and store information

Exchange information to solve problems and make decisions

Lead meetings and group discussions to solve problems and make decisions

Contribute to discussions to solve problems and make decisions

Advise and inform others

Promote and evaluate services to maximise participation

Select activities to promote services

Organise and evaluate activities to promote services

Seek and deal with customer feedback on quality of service

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Contribute to the implementation of change in services and systems

Contribute to the evaluation of proposed changes to services and systems

Implement and evaluate changes to services and systems

Maintain and improve service operations

Maintain operations to meet quality standards

Create and maintain the necessary conditions for productive work activity

Establish and agree customer requirements

Contribute to the recruitment and selection of personnel

Define future personnel requirements

Contribute to the assessment and selection of candidates against team and organisational requirements

Develop teams, individuals and self to enhance performance

Develop and improve teams through planning and activities

Identify, review and improve development activities for individuals

Develop oneself within the job role

Plan, allocate and evaluate work carried out by teams, individuals and self

Set and update work objectives for teams and individuals

Plan work activities and determine work methods to achieve objectives

Allocate work and evaluate teams, individuals and self against objectives

Provide feedback to teams and individuals on their performance

Create, maintain and enhance effective working relationships

Establish and maintain the trust and support of one's staff

Establish and maintain the trust and support of one's immediate manager/superior

Establish and maintain relationships with colleagues

Identify and manage conflict

Implement disciplinary and grievance procedures

Counsel staff

Contribute to the implementation of policy

Contribute to setting operational aims and objectives

Contribute to setting performance targets

Contribute to establishing guidelines and codes of practice

Contribute to the evaluation of strategic and operational aspects of the service

Develop programmes to implement policy

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Your next step

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Business & Technology Education Council
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BTEC

NVQs

– better qualifications for better jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Sports Development

LEVELS

3-4

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NVQs – better qualifications for work

NVQs are the work qualifications that employers have always been asking for, because NVQs measure what you can do, as well as how much you know and understand about the job you do.

Practical, work-based qualifications

An NVQ is the ideal qualification for people who intend to work, or already work, in a particular industry, service or business. On-the-job training is more relevant than book-learning, so the ability to run an organisation or repair a motor vehicle is what counts, rather than having GCSEs.

For every industry and business

NVQs are already available for most kinds of work (and the range is constantly being added to, in order to meet new employment needs).

NVQs are written proof of usable workplace skills which can be put to profitable use by an employer straight away. They range from basic Level 1, for everyday routine tasks, up to Level 5 professional skills – so there's a way to develop skills and build a career ladder that benefits both employer and employee.

For every kind of person

There is training for NVQs, but there's no laid-down course of study: someone – anyone of any age, provided they're over 16 – who can prove the ability to do the job, with the required degree of skill, is entitled to be assessed for an NVQ.

An NVQ is recognition and certification of someone's ability to perform specific tasks. It may involve study to reach the appropriate level. On the other hand, some candidates or employees may already possess the necessary skills – acquiring an NVQ certificate can be valuable recognition of those skills, especially in areas where previously no formal qualification existed.

NVQs
Sport & Recreation – Sports Development Levels 3–4

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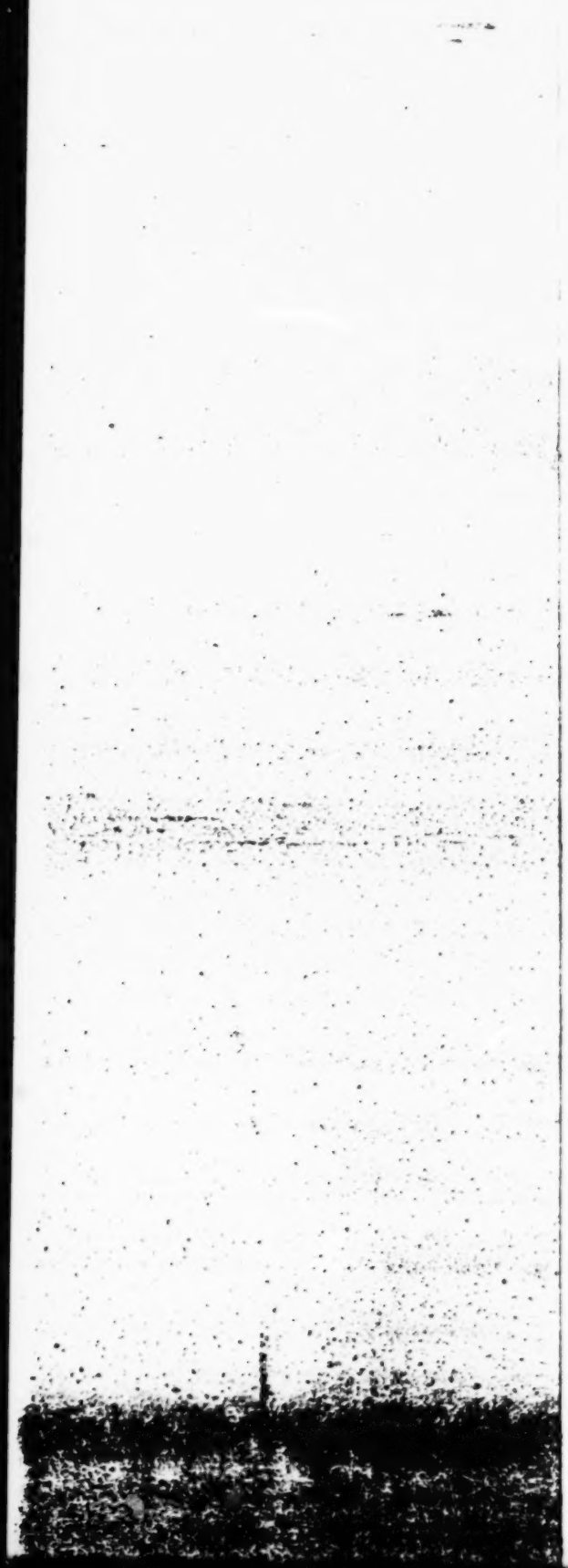

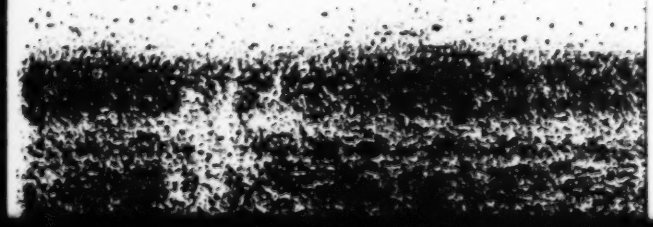

Sport and Recreation Development NVQ Level 3

Prepare a programme of activities

Collect information to plan and prepare a programme of activities

Identify the needs of participants

Negotiate a plan of activities/opportunities to meet participant's needs

Make arrangements to enable the programme to take place

Coordinate a programme of activities

Coordinate and allocate programme resources

Monitor and adjust the programme to meet new needs and circumstances

Conclude a programme

Evaluate the effectiveness of a programme of activities

Encourage personal and social development

Encourage group formation and social development

Encourage personal development

Help participants to recognise and deal with their feelings

Encourage the development of self esteem and a realistic self-image

Contribute to the planning, monitoring and control of resources

Plan for the use of resources

Monitor and control the use of resources

Contribute to the health and safety of self and others

Take action to prevent accidents

Report and record accidents

Follow emergency procedures

Respond to injuries and signs of illness

Provide information and advice for action towards meeting organisational objectives

Obtain, evaluate, record and store information

Provide information and advice

Promote and evaluate services to maximise participation

Select activities to promote services

Organise and evaluate activities to promote services

Seek and deal with customer feedback on quality of service

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Contribute to the planning, organisation and evaluation of work

Contribute to planning work activities and methods to achieve objectives

Organise work and assist in the evaluation of work

Provide feedback on work performance to teams and individuals

Maintain services and operations to meet quality standards

Maintain services and operations

Maintain the necessary conditions for an effective and safe work environment

Contribute to the provision of personnel

Contribute to the identification and supply of personnel requirements

Contribute to the selection of personnel

Contribute to the training and development of teams, individuals and self to enhance performance

Contribute to planning the training and development of teams and individuals

Contribute to training and development activities for teams and individuals

Contribute to the assessment of teams and individuals against training and development objectives

Develop oneself within the job

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Create, maintain and enhance productive working relationships

Establish and enhance productive working relationships with colleagues and those for whom one has supervisory responsibility

Enhance productive working relationships with one's immediate manager

Identify and minimise interpersonal conflict

Contribute to the implementation of disciplinary and grievance procedures

Support the management of physical resources for sport and recreation

Respond to failed or unsafe equipment

Monitor on-site maintenance contracts and contractors

Supervise the storage of resources in own area of responsibility

Plan a maintenance schedule

Contribute to the selection of resources

Management (Sports Development) NVQ Level 4

Recommend, monitor and control the use of resources

Make recommendations for expenditure

Monitor and control the use of resources

Secure resources to support the service

Seek to secure additional finances to support services

Generate income

Seek, evaluate and organise information for action

Obtain and evaluate information to aid decision making

Record and store information

Exchange information to solve problems and make decisions

Lead meetings and group discussions to solve problems and make decisions

Contribute to discussions to solve problems and make decisions

Advise and inform others

Develop new services to meet the needs of potential clients and customers

Collect information to establish development potential

Analyse the needs of the target community

Propose new services

Bring together groups and individuals to take the initiative forward

Contribute specialist help to the planning of an initiative

Contribute specialist help to the development of an initiative

Evaluate the effectiveness of the initiative and own professional contribution

Promote and evaluate services to maximise participation

Select activities to promote services

Organise and evaluate activities to promote services

Seek and deal with customer feedback on quality of service

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Contribute to the implementation of change in services and systems

Contribute to the evaluation of proposed changes to services and systems

Implement and evaluate changes to services and systems

Maintain and improve service operations

Maintain operations to meet quality standards

Create and maintain the necessary conditions for productive work activity

Establish and agree customer requirements

Contribute to the recruitment and selection of personnel

Define future personnel requirements

Contribute to the assessment and selection of candidates against team and organisational requirements

Develop teams, individuals and self to enhance performance

Develop and improve teams through planning and activities

Identify, review and improve development activities for individuals

Develop oneself within the job role

Plan, allocate and evaluate work carried out by teams, individuals and self

Set and update work objectives for teams and individuals

Plan work activities and determine work methods to achieve objectives

Allocate work and evaluate teams, individuals and self against objectives

Provide feedback to teams and individuals on their performance

Create, maintain and enhance effective working relationships

Establish and maintain the trust and support of one's staff

Establish and maintain the trust and support of one's immediate manager/superior

Establish and maintain relationships with colleagues

Identify and manage conflict

Implement disciplinary and grievance procedures

Counsel staff

Coordinate support to others

Identify the needs and resources of other organisations and individuals

Help organisations and individuals share information on needs and resources

Coordinate support to others

Contribute to the formulation of policy

Identify and enlist the support of organisations and individuals

Report on factors affecting the formulation of policy

Develop policy

Disseminate policy information

Agree a strategy to implement policy

Review policy in the light of implementation

Contribute to the implementation of policy

Contribute to setting operational aims and objectives

Contribute to setting performance targets

Contribute to establishing guidelines and codes of practice

Contribute to the evaluation of strategic and operational aspects of the service

Develop programmes to implement policy

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